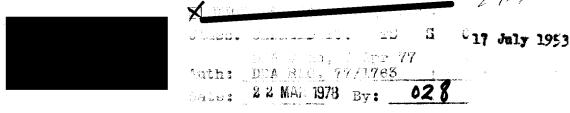
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Progress Report on Management Improvement, DD/I Area

- 1. It is the purpose of the memorandum to set forth the following regarding management work in the ED/I Area:
 - a. Status of the management improvement program which existed at the time I was appointed Assistant Management Officer (DD/I Area) on March 15, 1953.
 - b. Status of the progress today.
 - c. Program contemplated for the future.
 - d. Resources which I will need along with suggested methods of getting them.
- 2. Prior to March 15, 1953, little management survey support of the type presently contemplated had been rendered by this organization in the DD/I area. Moreover, the following outstanding deficiencies were obvious:
 - a. The service and support concept as we are practicing it today was almost totally lacking.
 - b. Projects were undertaken on a heterogeneous basis in the absence of a carefully planned management improvement program. Less management work had been done in the DD/I Area than in either of the other two areas.
 - c. OM examiners had not been assigned continuing areas of responsibility. Thus there was no depth or continuity in our work.
- 3. We have made considerable process in converting from the old to the new pattern of O&M support. But we need to do more. We have achieved excellent results in OCI and the demand is cutstripping our assigned manpower. In OSI and ORR our programs are newer than in OCI, but we have already been asked to do more work in both Offices than we will be able to undertake in the fereseable future. We have done one or two significant projects for OO, and they have asked that we undertake two major projects beginning around Sept-

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ember, 1953. In OCO we have done little, but there are sharp indications that we will be asked to study the Agency's revised foreign publications procurement program in the near future. We are beginning to work more and more with Mr. In of CCT, but will be unable to collaborate with him effectively in the face of a shortage of qualified manpower. Mr. with whom we have worked closely, has indicated that our propess to date has been commendable, but

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25X1A9awe ere going to be faced with heavier demands in the future. Yes-terday we were asked by a study of catle procurement, dissemination, and filing. This would cover both CIA and non-CIA cables and would involve the DD/Fand

DD/I areas largely. About three man months would be required.] do not have the mannower to undertake this project.

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The projects which we have undertaken to date in the DD/I Area have been long-range, comprehensive studies designed to fit well into a carefully planned management program for each office. Mr. in his recent survey of the OMM Tervice, pointed out that past projects had served only to shore up rather than build a solid foundation under our customer organizations. A review of the projects undertaken in the ID/I Area during the past four sonths will bear out the absence of spotty and poorly integrated management surveys and the undertaking of well-rounded, broad studies. Short. priority projects will never be completely eliminated, but they should be undertaken only on a selective basis; in my area I have been encouraging the operating elements to do such work, utilizing my sivice when they so desire.

The enthusiasm and concerntion of DD/I personnel in launching their management improvement program has been exceptional. They have furnished manpower for many of our projects and permitted their people to work under our guidance. In (RR, for example, complete functions for 80 separate organizational elements are being developed. First drafts have been written largely by Branch and Division Chiefs. Without this approach I could not possibly have undertaken the job. In short, the team sporoach is working well.

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Today the OSM examiners on my steff have long-term, area assignments which permits them to gain knowledge in depth on the Offices 25X1A9a served. is on OCT; is hendling OSI (but poorly); 25X1A9a is handling what work we have in OO and OCD; I am working with OFR. My chief difficulties are:

- a. Shortage of personnel
- No plan for rotation of personnel
- c. I am unable to plan for the future so long as I am currently doing journeyman's work.

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- 4. Following are typical projects which would assist in the improvement of management in my own area, and which I believe I will be requested to undertake in the Auture:
 - a. Development or revision of all organizational structures and statements of functions down through Branch level in each Office; and provision for keeping them current.
 - Development of major internal regulations and procedures for each office.
 - c. Manpower utilisation and distribution surveys along with T/O and staffing pattern studies.
 - d. Machine utilization studies, especially in the fields of filing, documentation, translation, and indexing (along with .

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- e. Studies designed to give key officials the controls and information they need in order to effectively run their organization, evaluate progress, and plan for the future.
- f. Work simplification training (along with the Office of Training).
- g. Work measurement (I hope, through a management consulting firm).
- h. Complete and thorough management awdite designed to reflect to each Assistant Director how well his organization is functioning.
- 5. To repeat, I believe in carrying out my own responsibilities on a long-range, program basis; and this means undertaking only those jobs which require the utilization of professionally qualified Osfi examiners with at least one year of CTA experience. Trainees and interns tend to slow down anything other than miscellaneous projects of minor significance because of the supervisory time required. This is not to imply that we should not have trainees, but, rather, to indicate that their training mes up professional OMM manpower already in short supply. With six mouths for initial processing and at least six or more menths of experience in CIA required for effectiveness, I feel that recruiting from outside sources exclusively for OWM examiners is not necessarily the best solution to our manpower problems.

The type of OMM work being done in the DD/I area offers a good and relatively inexpensive training machanism for executive material and potential executives. Specifically, if we could attract people 25X1A9a like means of OSI, means of ORR, means of WE Division---or men 25X1A9a 5X1A9a₂₅X1A9a like and of OSI, mind of ORB, m of that potential --- for one year, we could give them back to their parent organizations with a broader knowledge of their entire area.

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The program could be expended to cross-fertilize among the three DD/Areas. I can't think of a better way to effectively provide for career rotation of our own OMM examiners than to effect even trades with the operating offices when they becken one of our employees. I have mentioned this idea to Mr. who agrees with the idea, but we have not been able to line up any individuals because of the natural reluctance to farm out good employees, even for worthwhile training. I believe top level support from Mr. Saunders, Colonel White, and others along with a little time and publicity could make the idea work.

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My immediate needs are for two additional 06M examiners and, upon Mr. imparture, a replacement will be required for him. This will give me a total of 5 full-time 06M examiners permanently assigned, and assumes, even with this increase, that I will be carrying one major office personally and supervising four other 06M examiners.

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